

# **BIPLOT AND CLUSTER ANALYSIS OF SATISFACTION LEVEL AND THE INTEREST OF MSMEs HUMAN RESOURCE OF TOURISM SECTOR IN EAST JAVA TO TRANSGLOBAL LEADERSHIP, QWL, EMPLOYEE INVOLVEMENT, EMPLOYEE PERFORMANCE LEVEL, RESPONSIBLE MARKETING AND TOURISM SUSTAINABLE COMPETITIVE**

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## **ABSTRACT**

*Tourism businesses at each district / city in East Java Province continue to be developed as regional income sources. It need differs policies between districts / cities, in accordance with the conditions of business. This study aims to explore the human resources management of tourism and marketing management of in East Java. The analyses used are biplot and cluster to determine the characteristics of each district / city based on predetermined variables. The research location is MSMEs tourism sector in East Java as autonomous regions with leading tourist destinations in Indonesia. The research results show the relationship between the whole variables and Tourism Sector's MSMEs in East Java. Each MSME has advantages in certain variables. The results of cluster analysis divide the Tourism Sector's MSMEs in East Java into 3 clusters. Cluster 1 has advantage in Transglobal Leadership variable. It consists of Pasuruan, Sidoarjo and Kediri Districts. Cluster 2 has advantage in Human Resource Performance, Quality of Work Life, and Citizenship Behavior variables. It consists of Batu, Malang and Kediri Cities. Cluster 3 has advantage in Transglobal Leadership, Competitiveness, Sustainable Tourism, Responsible*

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*Marketing, and Job Challenges variables. It consists of Malang District, Pasuruan City, Blitar District and Blitar City.*

**Keyword:** Marketing and Tourism, Human Resource and QWL

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## 1. INTRODUCTION

Tourism advancements can produce enormous opportunities for community welfare and provide challenges for the local community and surrounding environment. Indonesian tourism sector has significant contribution to community welfare through the National Gross Domestic Product of 92.38% (Kememparkraf, 2016). It has fifth position in 2016 and forth position in 2018, after oil and gas, coal and oil palm (BPS, 2018).

Tourism businesses in each district / city in East Java Province continues to develop as one source of regional income. It needs differs policies between districts / cities, in accordance with business conditions in each district / city. East Java is one of autonomous regions with leading tourist destinations in Indonesia, which continues to build tourist competitiveness to increase the regional income. The analysis can uses indicator of national development programs success using empowerment as a development paradigm (Puji Suci, 2015). East Java government opens opportunities for community to participate in maximizing the tourist destinations through the empowerment of tourism sector MSMEs. MSMEs are the biggest contributor to GDP. Therefore, MSMEs empowerment in general and specifically MSMEs sector is needed because it has a significant effect to improve both individual and overall economic income in East Java.

The MSMEs tourism sector becomes main regional income to anticipate the lower regional income from other sectors. An important national development program and hard work for all activities are needed. Among other things are optimizing the protection of entire region, maximizing the empowerment of tourism organizations, developing and managing to empower tourism sector in MSMEs towards the Asean Free Market (Hermawati & Puji Suci, 2017).

The human resources aspects of tourism sector's MSMEs and responsible tourism marketing have a big role to achieve the harmonization of tourism business and MSMEs empowerment in East Java (Hermin 2015). It can increase the economic growth of community towards the globalization of ASEAN market. It is important to believe that Tourism Sector's MSMEs play an important role in economic growth, employment, equal distribution of income, reducing economic disparities and improving people's welfare. This potential must be packaged to build, manage, foster, develop and empower Tourism Sector's MSMEs towards sustainable tourism competitiveness (Hermawati & Puji Suci, 2016).

Sharkey et al. (2012) and Holt & Seki (2012) examined a more global type of leadership (transglobal leadership). It has visionary leadership behavior, adapting to a new broader environment, more complex, consistent leadership in an integrated Human Resource performance. Theory from Bass and Avolio (1997) was developed by Holt & Seki (2012) to

show that transglobal leadership directly affect on employee performance and organizational performance. Adversely, Hayward (2005) proves that leadership in organizations directly does not have a significant effect on employee performance and found a negative relationship between organizational leadership and employee performance.

The inconsistency findings are a gap to examine the indirect effect of transglobal leadership on employee performance, mediated by implementation of quality of work life and job involvement factors (Hermawati, 2015a). This research gap describe in real terms how long the expectations with real conditions of managing the Satisfaction Level and interests of MSMEs HR in tourism sector in East Java and test the level of transglobal leadership, QWL, job involvement, and employee performance, Satisfaction Level and interest the tourism sector in East Java will be responsible marketing and sustainable tourism competitiveness.

Above descriptions show the relevance role of human resources. A humanistic perspective of management approach put human resources as a central factor to create a competitive advantage (Hermawati: 2011, 2013, 2014a, 2017, 2018). It is relevant to address the critical issue for Tourism Sector's MSMEs in optimizing performance (Puji Suci, 2015)

The originality of this research is to integrate theoretical concept of human resources strategy and marketing strategy theory, through the implementation of concepts and applications of tourism responsible marketing for MSMEs in East Java tourism sector. The tourists should understand the marketing strategies to become a part to control the competitiveness of sustainable tourism in East Java.

This research aims to explore the real terms the human resources management in tourism sector and test the level of transglobal leadership, job involvement, QWL, OCB, and MSMEs Human Resource performance for tourism sector in East Java and describing the real tourism marketing management and testing the responsible marketing, tourism sustainable competitiveness in East Java. The analyses used are biplot and cluster to determine the characteristics of each district / city based on determined variables.

## 2. LITERATURE REVIEW

Hermawati (2011, 2014a, 2015a), Hermawati & Puji Suci (2016) found that employee needs fulfilment and satisfaction to work optimally, more commitment, with the implications to optimal individual performance, with contributions to organizational performance. Hermawati (2015a), Hermawati & Puji Suci (2016), Hermawati & Puji Suci (2017, 2018) analyzed and proved the effect of quality of work life on employee performance achievements and job satisfaction. The finding showed that quality of work life affect job satisfaction and contributes greatly to optimal performance of employees and organizational performance. Sari & Ja'far (2010) showed that middle level managers have high involvement but do not show high performance. Mohsan et al (2011) showed a weak relationship between job involvement and employee performance. Dartu (2007) found that employee work involvement affect on individual performance and contributing to organizational performance.

Smith & Organ Theory (1983), Podsakoff et al. (1997), Efraty & Wolfe (1988), Eastman (1994), Hermawati & Nasarudin (2016) found that individuals performance affect on OCB. It was supported by Alotaibi (2001), Pattnaik & Biswas (2005), Biswas & Varma (2007), Hermawati & Puji Suci (2016), Hermawati & Puji Suci (2017, 2018) that OCB employees had a significant and positive effect on employee performance.

Yazdanifard & Mercy (2011) reviewed the effect of Green Marketing on Customer Satisfaction and Environmental Safety. It was found that green marketing was a tool to protect the environment for future generations and having a positive effect on environmental safety. Mihailovic & Moric (2012) examined the role of marketing philosophy in rural tourism development. It was found that marketing of rural tourism must be seen as a means to achieve

the development of rural tourism destination strategies, such as; long-term prosperity, tourist satisfaction, maximum profits, extending the tourist season, neutralizing the negative effect on society, stability of workforce, support and diversification of economic activities.

### **3. METHODOLOGY**

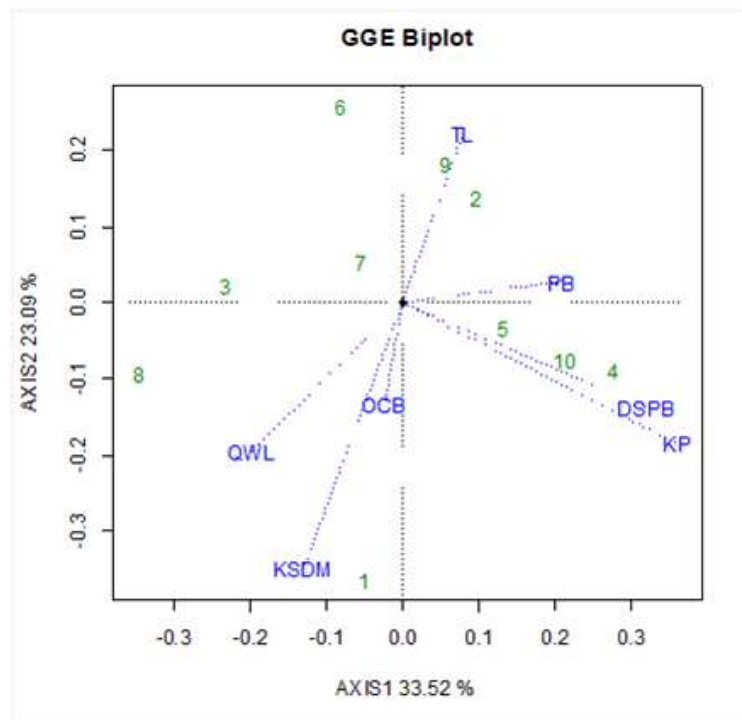
This study location is tourism MSMEs sector in East Java, one of autonomous regions with leading tourist destinations in Indonesia. It continuously builds tourism competitiveness to increase regional income. The samples are 10 regions, namely Batu City, Malang District, Malang City, Pasuruan City, Pasuruan District, Sidoarjo District, Kediri District, Kediri City, Blitar District, and Blitar City. The respondents selected are employees and tourists who were in MSMEs. The sampling technique used was purposive sampling (Sugiyono, 2006). The sample size uses the minimum criteria of Structural Model, which is between 100-200, thus stipulating the number of 200 Tourism Sector's MSMEs from 10 potential tourism cities in East Java. This study involved 800 employees, and 600 foreign and domestic tourists. The data was collected by questionnaire (Sugiyono, 2009). The data is analyzed by Biplot and Cluster analysis techniques. Biplot analysis is based on decomposition of singular values on data that has been corrected to the average. The clusters formed are based on percentage changes at each stage. Analysis is used to get a picture and describe in real terms human resource management and tourism marketing.

### **4. RESULTS AND DISCUSSION OF RESEARCH**

This study uses primary data from questionnaire. Biplot analysis is based on decomposition of singular values on data that has been corrected the average. The input to biplot analysis is an average matrix that contains the average of each variable in each object or data matrix of n objects and p indicators. The clusters formed are based on percentage changes at each stage. The stages with largest change percentage show the optimal clusters creation. There are 3 clusters formed.

#### **4.1. Biplot and Cluster results for all variables**

East Java Province has many MSMEs Cities. This study uses 10 MSMEs namely Batu City, Malang District, Malang City, Pasuruan City, Pasuruan District, Sidoarjo District, Kediri District, Kediri City, Blitar City and Blitar District, as shown in figure 1.



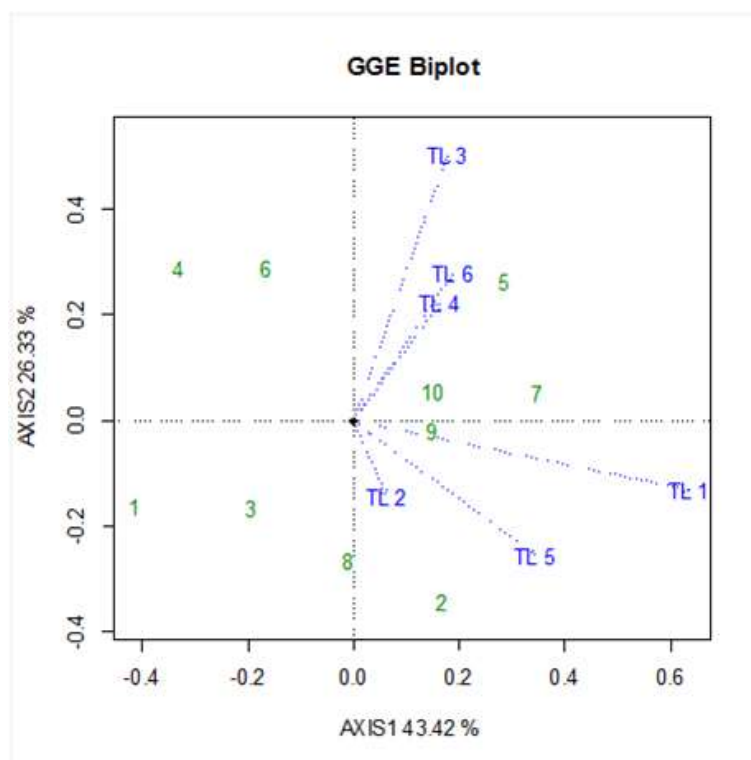
**Figure 1** MSMEs Biplot Graph of 10 Cities in East Java

Figure 1 shows the relationship between all variables with Tourism Sector's MSMEs in East Java. It can be concluded that each MSMEs has advantages over certain variables. MSMEs with the advantage in Transglobal Leadership (TL) variable are Sidoarjo (6), Kediri (7), Blitar (9) and Malang (2) districts. MSMEs with the advantage in Quality of Work Life (QWL) variable are Malang (3) and Kediri (8) cities. MSMEs with the advantages in Organizational Citizenship Behavior (OCB) variable are Pasuruan districts (5). MSMEs with the advantage in Human Resources Performance (HRP) variable are Batu City (1). MSMEs with the advantages in Responsible Marketing (PB) variable are Pasuruan districts (5). MSMEs with the advantage in Sustainable Tourism Competitiveness variable (STC) are Pasuruan (4), and Blitar (10) cities.

The cluster analysis divide the Tourism Sector's MSMEs in East Java into 3 clusters. Cluster 1 has an advantage in Transglobal Leadership (TL) variable. Cluster 2 has advantages in Human Resources Performance (HRP) variable, Quality of Work Life (QWL), and Organizational Citizenship Behavior (OCB) variables and cluster 3 has advantages in Transglobal Leadership (TL), Sustainable Tourism Competitiveness (STC), Responsible Marketing (PB), and Job Engagement (JE) variables.

#### 4.2. Biplot and Cluster results for Transglobal Leadership variables

Figure 2 shows the Biplot Chart for MSMEs of 10 Cities in East Java for Transglobal Leadership variable



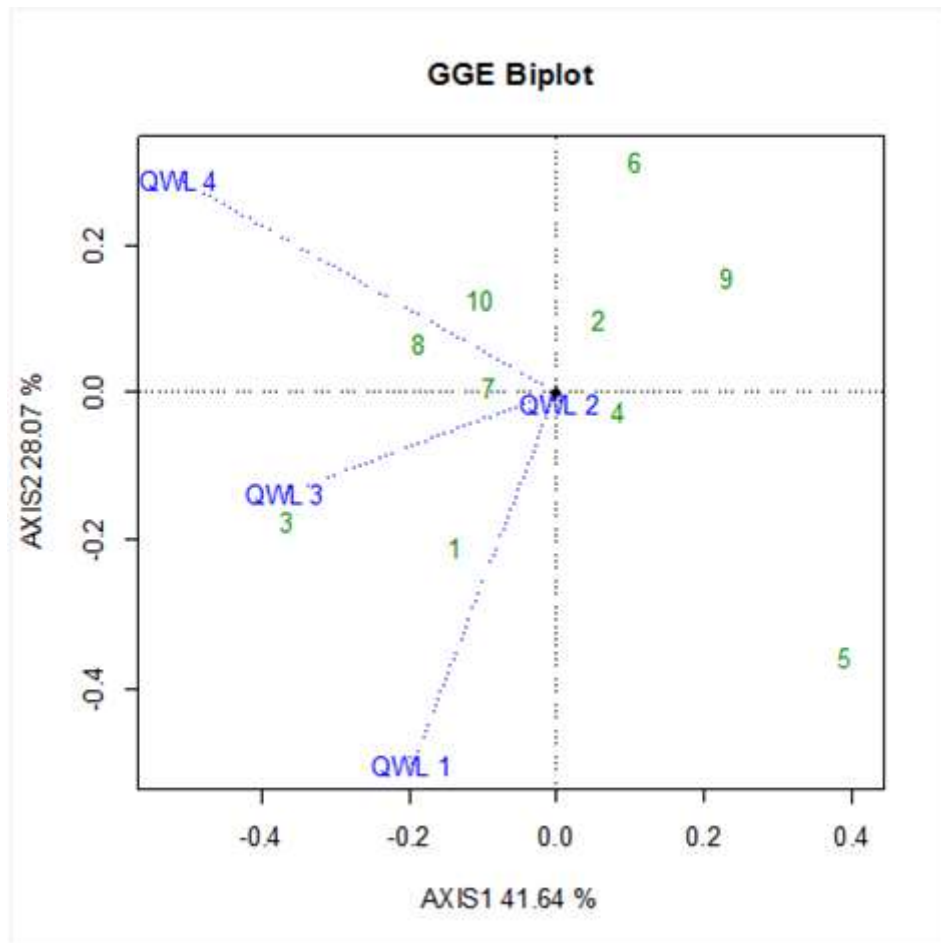
**Figure 2** MSMEs Biplot Chart of for Transglobal Leadership variable

Figure 2 shows the relationship between the Transglobal Leadership (TL) indicator and Tourism Sector's MSMEs in East Java. It can be concluded that each MSMEs has advantages over certain indicators. MSMEs with the TL.1 indicator advantage is Blitar District (9). MSMEs with the TL.2 indicator advantage is Kediri City (8). MSMEs with TL.3 indicator advantage is Pasuruan districts (5). MSMEs with TL.4 indicator advantage is Pasuruan districts (5). MSMEs with TL.5 indicator advantage is Malang District (2). MSMEs with TL.6 indicator advantage is Pasuruan districts (5).

The cluster analysis was done to divide Transglobal Leadership biplot analysis of Tourism Sector's MSMEs in East Java into 3 clusters. Cluster 1 has advantages in TL.2, TL.1, and TL.5 indicators. Cluster 2 does not have an advantage in all indicators and cluster 3 has advantages in TL.3, TL.4 and TL.6 indicators.

#### 4.3. Biplot and Cluster for Quality of Work Life variable

Figure 3 shows the Biplot Graph of MSMEs in 10 Cities in East Java for Quality of Work Life variable.



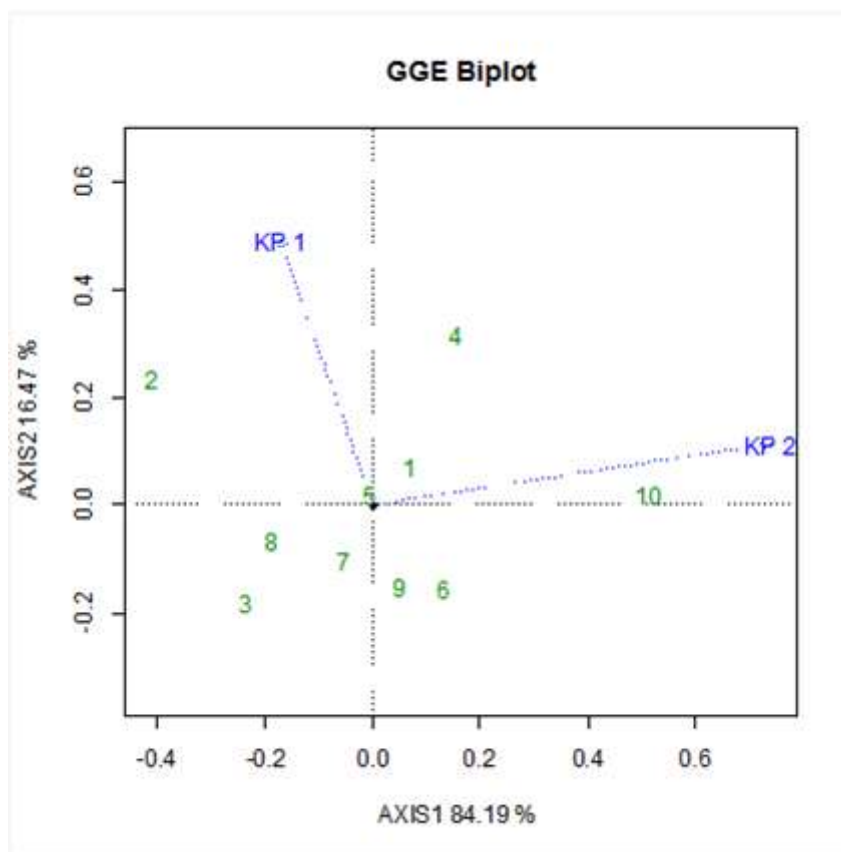
**Figure 3** Biplot Graph for Quality of Work Life variable

Figure 3 shows the relationship between the overall indicators of Quality of Work Life and Tourism Sector's MSMEs in East Java. It can be concluded that each MSMEs has advantages over certain indicators. MSMEs with the advantage in Participation indicator (M1.1) is Batu City 1, Pasuruan District 5. MSMEs with the advantage in Growth & development (M1.2) indicator are Pasuruan City (4). MSMEs with the advantage in Compensation & rewards (M1.3) indicator are Malang City (3), and Kediri City (7). MSMEs with the advantage in work environment (M1.4) indicator are Malang District (2), Kediri District (6), Kediri City (8), Blitar District (9) and Blitar City (10).

The cluster analysis was done to divide Quality of Work Life biplot analysis of Tourism Sector's MSMEs in East Java into 3 clusters. Cluster 1 has the advantages in Participation (M1.1) indicator, cluster 2 has the advantages in indicators Growth & development (M1.2) and Compensation & rewards (M1.3) indicators, and cluster 3 has advantages in Compensation & reward indicators (M1.3) and Work environment (M1.4) indicators.

#### 4.4. Biplot and Cluster for Job Engagement Variable

Figure 4 shows the MSMEs Biplot Graph for 10 Cities in East Java for Job Engagement variable



**Figure 4** MSMEs Biplot Graph for Job Engagement variable

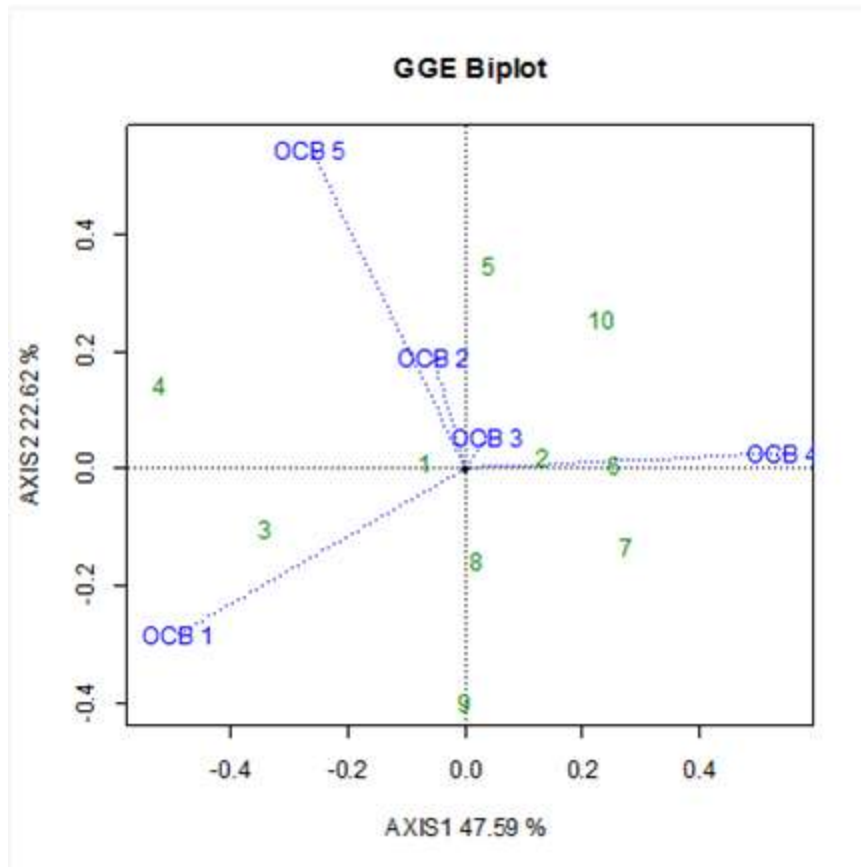
Figure 4 shows the relationship between all indicators with Tourism Sector's MSMEs in East Java. It can be concluded that each MSMEs has advantages over certain indicators. MSMEs with the advantages in Self-Esteem Contingency Performance (M2.1) indicator are Malang District (2), Malang City (3) and Pasuruan City (4). MSMEs with the advantage in Self-Description (M2.2) indicator are Batu City (1) and Kabupaten Sidoarjo (6).

The cluster analysis was done to divide Job Engagement biplot analysis of Tourism Sector's MSMEs in East Java into 3 clusters. Cluster 1 has the advantage of Self-Esteem Contingency Performance (M2.1) indicator, cluster 2 has the advantage of Self-Indicator (M2.2) indicator, and cluster 3 has no advantage indicator.

#### 4.5. Biplot and Cluster Analysis for Organizational Citizenship Behavior Variable

Figure 5 shows the MSMEs Biplot Graph of 10 Cities in East Java for Organizational Citizenship Behavior variable





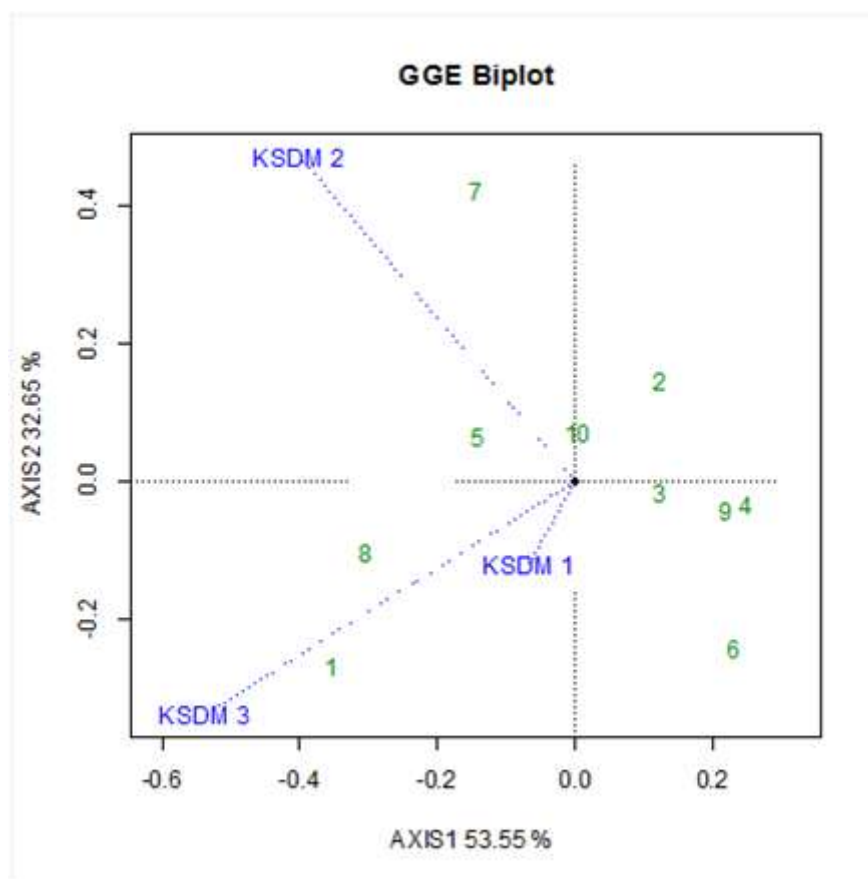
**Figure 5** Biplot Graph for Organizational Citizenship Behavior Variable

Figure 5 shows the relationship between the overall indicators of Organizational Citizenship Behavior variable and Tourism Sector's MSMEs in East Java. It can be concluded that each MSMEs has advantages over certain indicators. MSMEs with the advantages in Sportsmanship (M3.1) indicator are Malang City (3), Kediri City (8) and Kediri District (9). MSMEs with the advantages in Civic Virtue (M3.2) indicator are Pasuruan District (5). MSMEs with the advantages in Conscientiousness (M3.3) indicator are Blitar City (10). MSMEs with the advantage in Altruism (M3.4) indicator are Malang District (2), Sidoarjo District (6) and Kediri District (7). MSMEs with the advantages in Courtesy (M3.5) indicator are Batu City (1) and Pasuruan City (4).

The cluster analysis was done to divide Organizational Citizenship Behavior biplot analysis of Tourism Sector's MSMEs in East Java into 3 clusters. Cluster 1 has advantages in Civic Virtue (M3.2) and Conscientiousness (M3.3) indicators, cluster 2 has advantages in Altruism (M3.4) indicator, and cluster 3 has advantages in Sportsmanship (M3.1) and Courtesy (M3.5) indicators.

#### 4.6. Biplot and Cluster Results for Human Resource Performance variable

Figure 6 shows the MSMEs Biplot Graph of 10 Cities in East Java for Human Resource Performance variable.



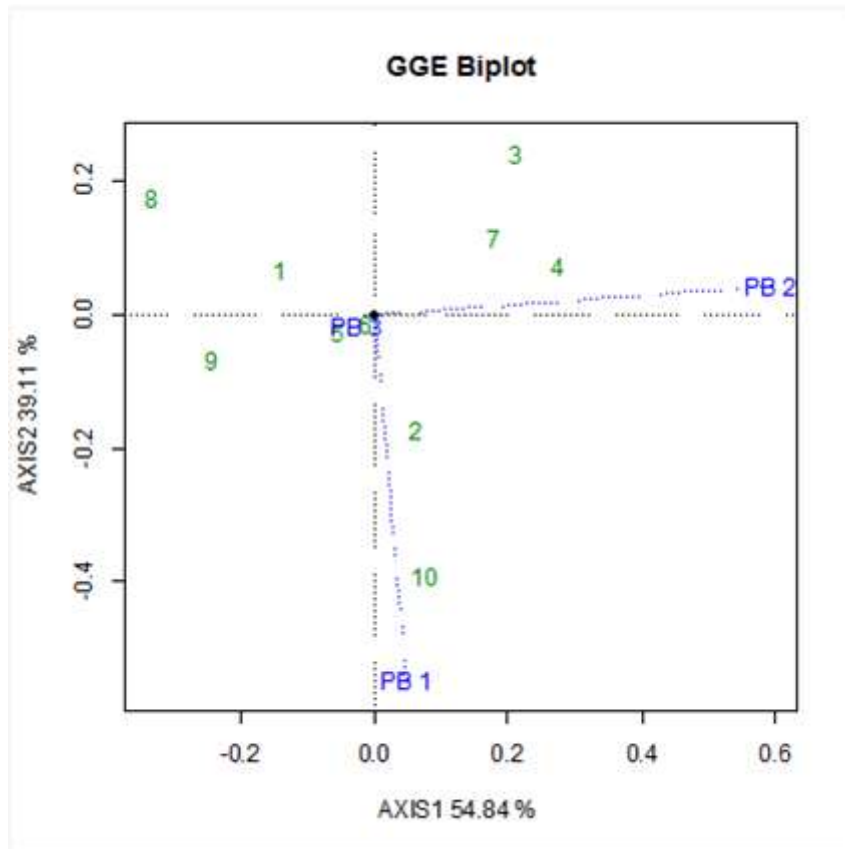
**Figure 6** Biplot Graph for Human Resource Performance variable

Figure 6 shows the relationship between the variable Human Resource Performance (HRP) indicators and Tourism Sector MSMEs in East Java. It can be concluded that each MSMEs has advantages over certain indicators. MSMEs with the advantage in (HRP.1) indicator are Pasuruan District (5). MSMEs with the advantage in (HRP.2) indicator are Kediri District (7). MSMEs with the advantage in (HRP.3) indicator are Batu City (1).

The cluster analysis was done to divide Human Resource Performance biplot analysis of Tourism Sector's MSMEs in East Java into 3 clusters. Cluster 1 has advantages on (HRP.1) and (HRP.3) indicators. Cluster 2 has advantages in (HRP.2) indicator and cluster 3 does not have an advantage indicator.

#### 4.7. Biplot and Cluster Results for Responsible Marketing variable

Figure 7 shows the Biplot Chart of MSMEs of 10 Cities in East Java for Responsible Marketing variables



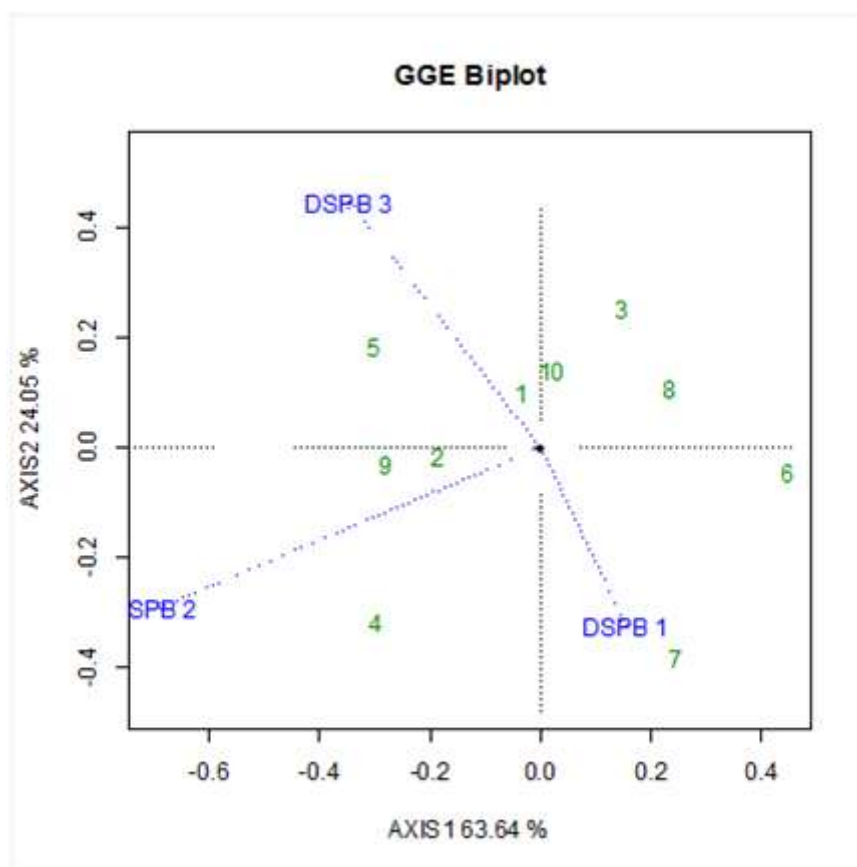
**Figure 7** Biplot Chart for Responsible Marketing Variable

Figure 7 shows the relationship between the indicators of Responsible Marketing (PB) variable and Tourism Sector's MSMEs in East Java. It can be concluded that each MSMEs has advantages over certain indicators. MSMEs with the advantage in (PB.1) indicator are Blitar City (10). MSMEs with the advantage in (PB.2) indicator are Pasuruan City (4). MSMEs with the advantage in (PB.3) indicator are Sidoarjo District (6).

The cluster analysis was done to divide Responsible Marketing biplot analysis of Tourism Sector's MSMEs in East Java into 3 clusters. Cluster 1 has an advantage in (PB.1) indicator, cluster 2 has advantage in (PB.2) indicator and cluster 3 has an advantage in (PB.3) indicators.

#### **4.8. Biplot and Cluster Results for Sustainable Tourism Competitiveness variable**

Figure 8 shows the MSMEs Biplot Graph of 10 Cities in East Java for Sustainable Tourism Competitiveness variable



**Figure 8** Biplot Graph for Sustainable Tourism Competitiveness Variable

Figure 8 shows the relationship between the indicators of Sustainable Tourism Competitiveness (STC) and Tourism Sector's MSMEs in East Java. It can be concluded that each MSMEs has advantages over certain indicators. MSMEs with the advantage in STC.1 indicator are Kediri District (7). MSMEs with the advantage in STC.2 indicator are Pasuruan City (4). MSMEs with the advantage in STC.3 indicator are Pasuruan District (5).

The cluster analysis was done to divide Sustainable Tourism Competitiveness biplot analysis of Tourism Sector's MSMEs in Blitar City into 3 clusters. Cluster 1 has an advantage in STC.1 indicator, cluster 2 has advantages on indicators STC.2 and STC.3 indicators and cluster 3 does not have indicator advantage.

## 5. CONCLUSION

The relationships between all variables with Tourism Sector's MSMEs 10 cities in East Java show the advantages over certain variables. MSMEs with the advantage in Transglobal Leadership variable include Sidoarjo, Kediri, Blitar and Malang Districts. MSMEs with the advantage in Quality of Work Life variable are Malang and Kediri Cities. MSMEs with the advantages in Organizational Citizenship Behavior variable are Pasuruan District. MSMEs with the advantage in Human Resources Performance variable are Batu City. MSMEs with the advantage in Responsible Marketing variable are Pasuruan District. MSMEs with the advantage in Sustainable Tourism Competitiveness variable are Pasuruan City and Blitar City.

The cluster analysis divides the Tourism Sector's MSMEs of 10 cities in East Java into 3 clusters. Cluster 1 with the advantage in Transglobal Leadership variable is Pasuruan, Sidoarjo, and Kediri Districts. Cluster 2 with the advantage in Human Resources

Performance, Quality of Work Life, and Organizational Citizenship Behavior variables is Batu City, Malang City, and Kediri City. Cluster 3 with advantage in Transglobal Leadership variable, Competitiveness of Sustainable Tourism, Responsible Marketing, and Job Engagement is Malang District, Pasuruan City, Blitar District and Blitar City.

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